



WHAT THE BEST COMPANIES DO





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SEPTEMBER 2011

# Investor Presentation

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This presentation contains forward-looking statements within the meaning of the Private Securities Litigation Reform Act of 1995. Statements using words such as “estimates,” “expects,” “anticipates,” “projects,” “plans,” “intends,” “believes,” “forecasts” and variations of such words or similar expressions are intended to identify forward-looking statements. In addition, statements about anticipated future financial results, such as our 2011 annual guidance, are forward-looking statements. You are hereby cautioned that these statements are based upon our expectations at the time we make them and may be affected by important factors including, among others, the factors set forth below and in our filings with the U.S. Securities and Exchange Commission, and consequently, actual operations and results may differ materially from the results discussed in the forward-looking statements. Our expectations, beliefs and projections are expressed in good faith and we believe there is a reasonable basis for them. Factors that could cause actual results to differ materially from those indicated by forward-looking statements include, among others, our dependence on renewals of our membership-based services, the sale of additional programs to existing members and our ability to attract new members, our potential failure to adapt to changing member needs and demands, our potential inability to attract and retain a significant number of highly skilled employees, risks associated with the results of restructuring plans, fluctuations in operating results, our potential inability to protect our intellectual property rights, our potential exposure to loss of revenue resulting from our unconditional service guarantee, exposure to litigation related to our content, various factors that could affect our estimated income tax rate or our ability to use our existing deferred tax assets, changes in estimates or assumptions used to prepare our financial statements, our potential inability to make, integrate and maintain acquisitions and investments, the amount and timing of the benefits expected from acquisitions and investments, and our potential inability to effectively anticipate, plan for and respond to changing economic and financial markets conditions, especially in light of the ongoing uncertainty in the worldwide economy and possible volatility of our stock price. These and other factors are discussed more fully in the “Management’s Discussion and Analysis of Financial Condition and Results of Operations” and “Risk Factors” sections of our filings with the U.S. Securities and Exchange Commission, including, but not limited to, our 2010 Annual Report on Form 10-K. The forward-looking statements in this presentation are made as of 2 August 2011, and we undertake no obligation to update any forward-looking statements, whether as a result of new information, future events, or otherwise.

## “ELEVATOR PITCH”

- Leading global provider of uniquely valuable data, research, insight, and professional services
- Unmatched client list of the world’s best companies
- Large untapped addressable market opportunity
- Multi-year organic revenue growth in high single-digit to low double-digit range
- Highly profitable business model generates favorable free cash flow
- Flexible cost structure sustains profitability across all types of economic environments
- Strong financial position enables both cash returns to shareholders and strategic investment flexibility.

# DRIVING CORPORATE PERFORMANCE


“Knowing that these ideas have been successful and having reference points to follow up on ideas really helps with the practical implementation.”

 Mike Croucher  
Head of IT Architecture and Delivery  
British Airways PLC

“The General Counsel Roundtable has given us excellent support in the area of outside counsel management. This was instrumental in reducing our total outside legal cost by more than 25% (while also decreasing inside legal costs).”

 Hans Peter Frick  
Group General Counsel  
Nestlé, S.A.

“Working with CLC HR has saved us time, effort, and money through their guidance on the highest-return areas to prioritize for improving our talent management activities.”

 Pernille Spiers-Lopez  
Head of Global Human Resources  
Ikea Group

“CEB’s content has allowed me to reach external inputs and benchmark with companies. This input has tightened our strategic direction, better aligned resources, and allowed for continued talent pool improvement.”

 Mark Zeffiro  
CFO  
Trimas Corporation

# TARGETING INSIGHT-HUNGRY CORPORATE PROFESSIONALS

## EXBD Targets Six Areas of Recurring Work...

- Assessing Key Performance Trends and Risks
- Benchmarking Performance and Plans
- Establishing Innovative Operating Approaches
- Organizing and Managing Critical Talent
- Driving Alignment and Support for Change
- Navigating Leadership Transitions

## ...Across Five Advice Dependent Functions...



## ...Allowing Members to Save Money and Time by Enabling Them to...

Focus Effort

Equip Teams

Move Quickly

Act with Confidence

# DELIVERING VALUE TO OUR MEMBERS

## Data Assets

Proprietary data to identify and benchmark investments, performance, and drivers of success

## Best Practices

Innovative and proven approaches to perennial problems sourced from world's best companies

## Technology

Online resources, automated assessments, dashboards and metrics, and diagnostic tools

## Advisory and Education Support

Personalized counsel for pending decisions, new tactics, and other needs

## Account Management

Dedicated live support for members to connect them to the most helpful resources

## Member Challenges

Providing the most relevant and proven practices, benchmarking, tools and services to support members on their key challenges and decisions

EXBD's intellectual property is the foundation for how we deliver value to members

# A COMPETITIVE STRENGTH AND A PLATFORM FOR GROWTH

5,300+

Participating Organizations

225,000+

Business Professionals

94%

Fortune 100

85%

Fortune 500

70%

FTSE 100





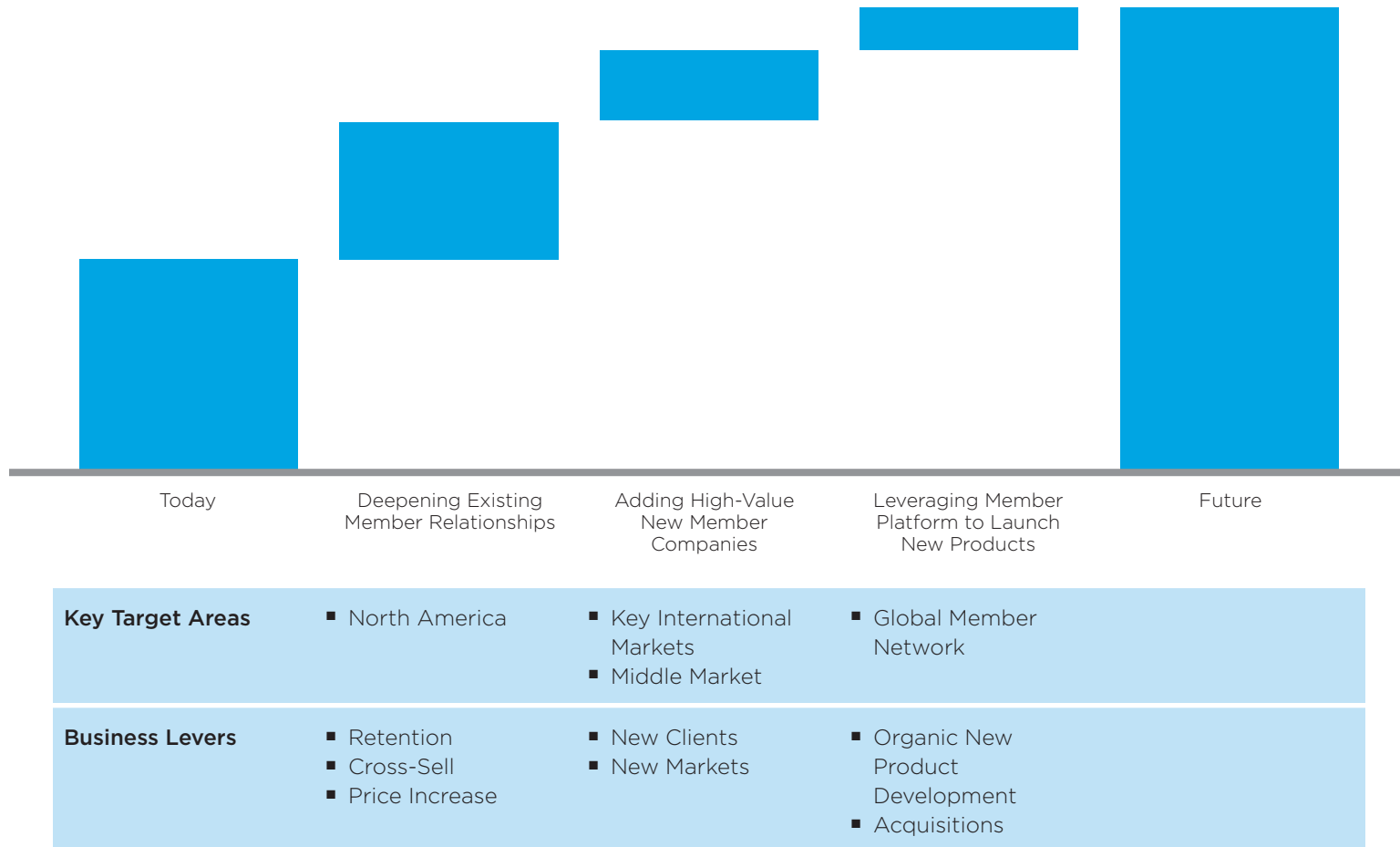
# DRIVING EXBD'S MARKET OPPORTUNITY

	Markets	EXBD Addressable Market Across Five Core Functions	Drivers
Large Corporate	<p>Global Enterprises</p> <p>~750 Institutions</p> <p>\$10 B+ revenue</p>	\$1.0 B-\$2.0 B	<ul style="list-style-type: none"> <li>Renewal</li> <li>Cross-sell</li> <li>International member acquisition</li> </ul>
Large Corporate	<p>Large Enterprises</p> <p>~4,000 Institutions</p> <p>\$1 B-\$10 B revenue</p>	\$1.0 B-\$2.0 B	<ul style="list-style-type: none"> <li>Renewal</li> <li>Cross-sell</li> <li>International and North America new member acquisition</li> </ul>
Middle Market	<p>Mid-Sized Enterprises</p> <p>~17,000 Institutions</p> <p>\$100 M-\$1 B revenue</p>	~\$1.0 B	<ul style="list-style-type: none"> <li>Renewal</li> <li>New member acquisition</li> </ul>

EXBD has a considerable addressable market with different primary drivers by market

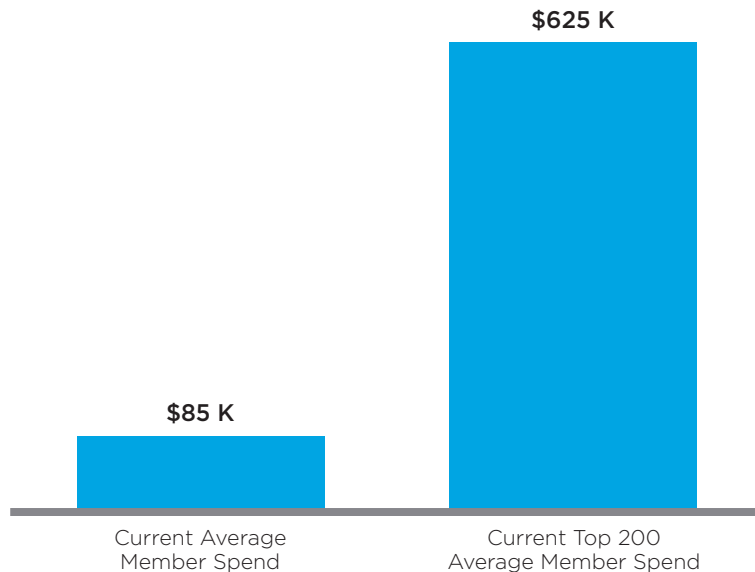
# BUILDING ON A STRONG CORE

## EXBD Multi-Year Revenue Growth (Illustrative)



# INCREASING CROSS-SELL

## Cross-Sell Opportunity



## Capturing the Opportunity

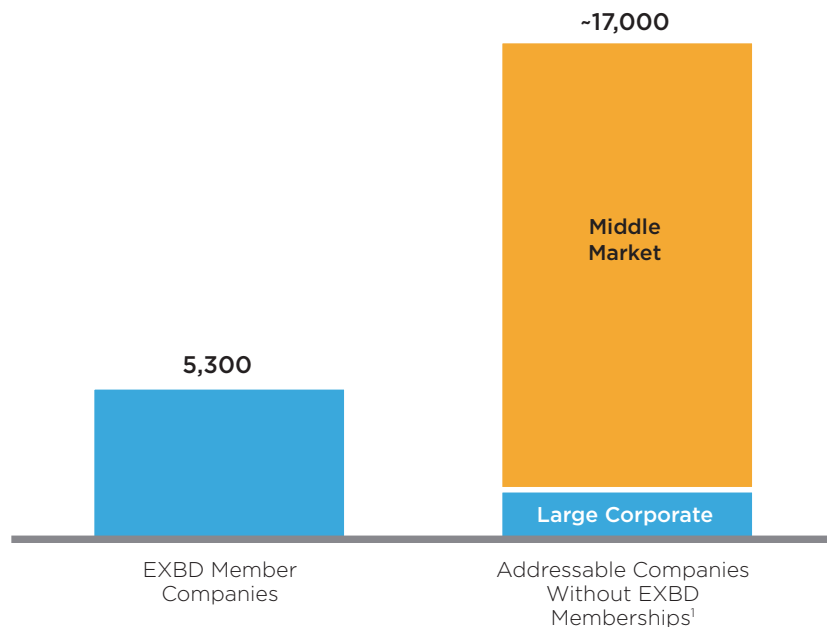
- Tremendous stable of marquee accounts with at least one membership
- But, no individual EXBD membership program has greater than 50% penetration in the Fortune 500
- Go-to-market model organizes around the customer, allowing deeper understanding of member needs
- Increased investment in support infrastructure for sales executives
- Increased advisory capability to meet member needs

Increasing cross-sell to established large enterprise accounts is the largest near-term opportunity

Note: Data as of 31 December 2010.

# DRIVING NEW MEMBER GROWTH

## New Member Opportunity



## Capturing the Opportunity

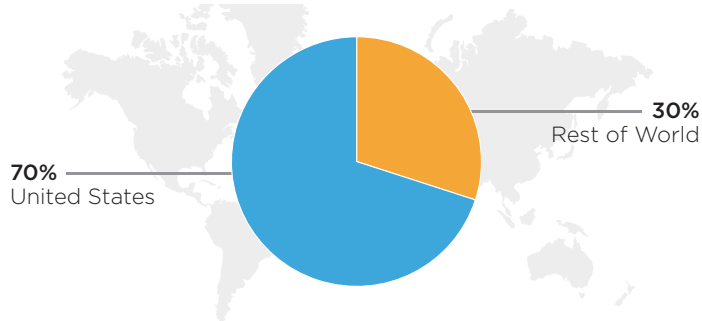
- Recent focus has been on existing relationships with a hunter component to go-to-market model
- Major focus on retaining and training established sales staff
- Selective new sales executive recruitment
- Investing in increased capacity to drive sales
- Middle market will provide biggest opportunity for new member company acquisitions

EXBD still has great potential and has made investments to improve ability to acquire new member companies

<sup>1</sup> EXBD estimates.

# OPPORTUNITY IN INTERNATIONAL MARKETS

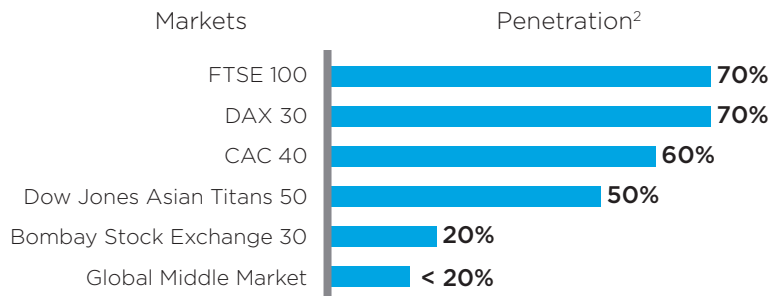
## Distribution of EXBD Customer Set<sup>1</sup>



## Segmenting International Opportunity



## CEB Penetration of International Indices



## EXBD Will Focus International Expansion in Markets Where...

- ...organizations are globally-focused
- ...high concentration of large cap organizations
- ...lower demand for region-specific content

International expansion primarily focused on markets with the largest share of large cap companies

<sup>1</sup> All figures are approximate.

<sup>2</sup> EXBD internal estimates as of 31 December 2010.

<sup>3</sup> Based on ISO 3166 excluding the United States and Canada.

# IDENTIFYING PROMISING PRODUCT OPPORTUNITIES



## Core Components

- Does it solve a **big problem** that members will spend a lot of money on?
- Is this a problem **shared** by many companies?
- Is it a **recurring** problem?
- Is the **point of sale** someone we already serve?
- Does it **strengthen or leverage** existing intellectual property?

## Good Fit Examples

- Succession management
- Sales force planning

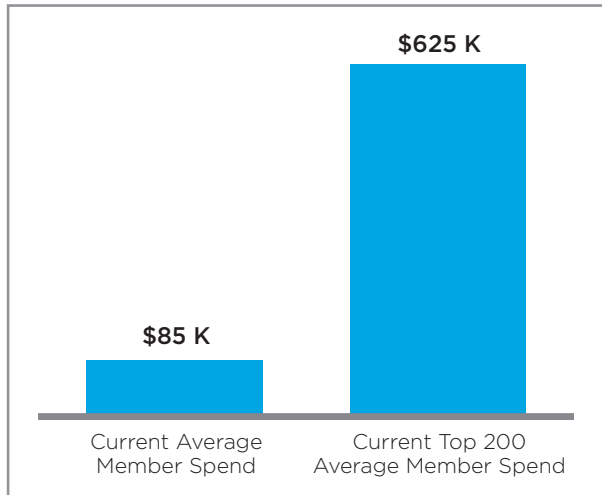
## Bad Fit Examples

- M&A advisory
- Post-merger integration
- Brand revision

EXBD has based its new product development process on proven best practices from many of the world's leading innovators

# ORGANIC GROWTH DRIVERS

## Grow Revenue per Member



- Retention
- Cross-Sales
- Price Increase

Contribution  
to Multi-Year  
Growth Rate

**4-6%**

## Add Net New Members

Markets	Penetration
Fortune 100	94%
Fortune 500	85%
Fortune 1000	70%
FTSE 100	70%
DAX 30	70%
CAC 40	60%
Dow Jones Asian Titans 50	50%
Bombay Stock Exchange 30	20%
Global Middle Market	<20%
Global Government Markets	<20%

- Leveraging Global Resources
- Market-based teams

**3-5%**

## Introduce Compelling New Products

- Focus on 5 Core Domains
- Target Recurring Workflows
- Extend content with service and technology

- Product Bundle Enhancements
- Bolt-on Services
- New Offerings

**1-2%**

Multi-year organic revenue growth in the high single-digit to low double-digit range

# GROWTH CONTINUES AT A SOLID PACE

## Financial Summary

*\$ in Millions, Except Earnings per Share*

	Q2 2011	Q2 2010	% Change
Contract Value	\$456.8	\$410.1	11.4%
Revenues	\$119.2	\$109.6	8.8%
EBITDA Margin	18.9%	22.1%	n/m
Diluted Earnings per Share	\$0.30	\$0.32	(6.3%)
Deferred Revenues, Current	\$260.2	\$227.2	14.5%

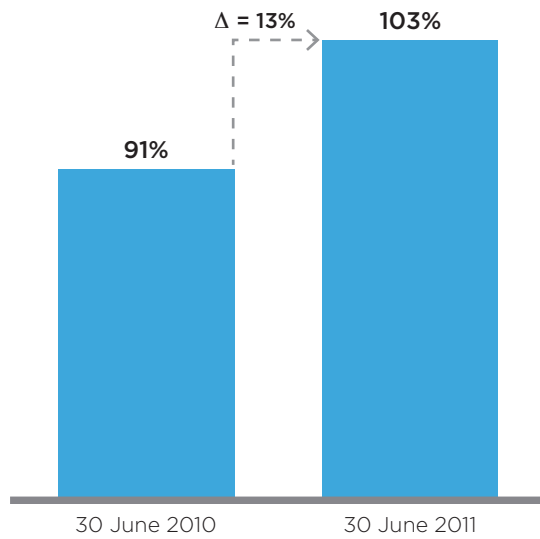
 First half investments temper profit impact of bookings growth

n/m = not meaningful.



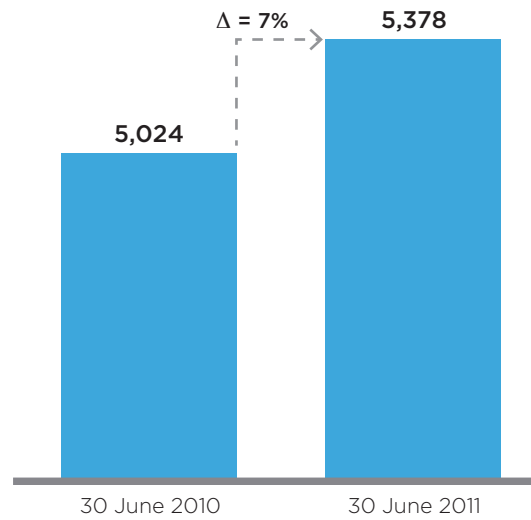
# OPERATING TRENDS REMAIN HEALTHY

## Expanding Institutional Relationships



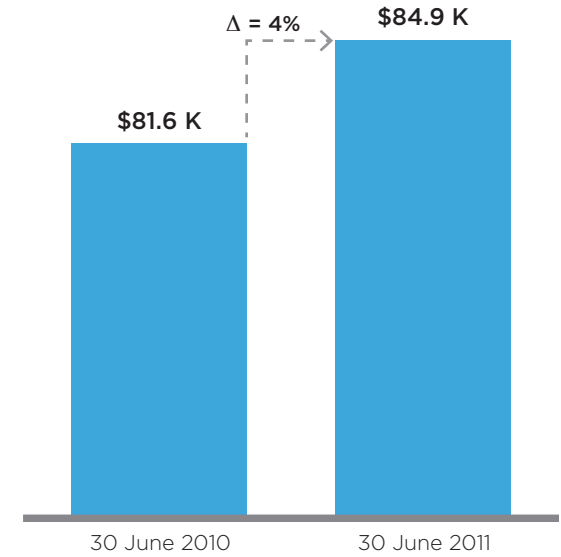
Wallet Retention<sup>1</sup>

## Adding Net New Members



Total Member Institutions

## Growing Revenue per Customer



Contract Value per Institution

<sup>1</sup> Wallet retention is defined as the total current year Contract Value from prior year members as percentage of the total prior year Contract Value.

# SOLID PLATFORM FOR GROWTH

## Generating Favorable Cash Flow from Operations

- Fast conversion cycle on up-front collections
- Free cash flow to Net Income in ~1.5x area

## Maintaining Ample Liquidity

- Cash and marketable securities of \$159.6 M at 30 June 2011
- New 5 Year \$100 M Revolving Credit Facility

## Balancing Capital Allocation

- Strong financial position
- Return cash to shareholders
  - Increased dividend by 36% this year
  - Board approved new \$50 M stock repurchase plan in August
- Flexibility to pursue select investments

# ON TRACK TO DELIVER OUR ANNUAL COMMITMENTS

## Reaffirming Annual Guidance

Revenues	\$480 M to \$500 M
Adjusted EBITDA Margin	22% to 23%
Non-GAAP Diluted Earnings per Share	\$1.50 to \$1.65
Depreciation and Amortization	\$17 M to \$18 M
Capital Expenditures	\$8 M to \$10 M

 Transition to new revenue accounting drives one-time change in quarterly EPS patterns

# SUMMARY

- Leading global provider of uniquely valuable data, research, insight, and professional services
- Unmatched client list of the world's best companies
- Large untapped addressable market opportunity
- Multi-year organic revenue growth in high single-digit to low double-digit range
- Highly profitable business model generates favorable free cash flow
- Flexible cost structure sustains profitability across all types of economic environments
- Strong financial position enables both cash returns to shareholders and strategic investment flexibility.

# APPENDIX

This appendix and the accompanying tables include a discussion of EBITDA, Adjusted EBITDA, Adjusted net income, and Non-GAAP diluted earnings per share, which are non-GAAP financial measures provided as a complement to the results provided in accordance with accounting principles generally accepted in the United States of America (“GAAP”). The term “EBITDA” refers to a financial measure that we define as earnings before interest income, net, depreciation and amortization, and provision for income taxes. The term “Adjusted EBITDA” refers to a financial measure that we define as earnings before interest income, net, depreciation and amortization, provision for income taxes, impairment loss, costs associated with exit activities, restructuring costs, and gain on acquisition. The term “Adjusted net income” refers to net income excluding the after tax effects of impairment loss, costs associated with exit activities, restructuring costs, and gain on acquisition. “Non-GAAP diluted earnings per share” refers to net income excluding the after tax per share effects of impairment loss, costs associated with exit activities, restructuring costs, and gain on acquisition.

These non-GAAP measures may be considered in addition to results prepared in accordance with GAAP, but they should not be considered a substitute for, or superior to, GAAP results. We intend to continue to provide these non-GAAP financial measures as part of our future earnings discussions and, therefore, the inclusion of these non-GAAP financial measures will provide consistency in our financial reporting. A reconciliation of these non-GAAP measures to GAAP results is provided below.

We believe that EBITDA, Adjusted EBITDA, Adjusted net income, and Non-GAAP diluted earnings per share are relevant and useful supplemental information for our investors. We use these non-GAAP financial measures for internal budgeting and other managerial purposes, when publicly providing the Company’s business outlook and as a measurement for potential acquisitions. A limitation associated with EBITDA and Adjusted EBITDA is that they do not reflect the periodic costs of certain capitalized tangible and intangible assets used in generating revenues in our business. Management evaluates the costs of such tangible and intangible assets through other financial measures such as capital expenditures. Management compensates for these limitations by also relying on the comparable GAAP financial measure of income from operations, which includes depreciation and amortization.

With respect to the Company’s 2011 annual guidance, reconciliations of Non-GAAP diluted earnings per share to GAAP diluted earnings per share, Adjusted net income to net income and Adjusted EBITDA to net income as projected for 2011 are not provided because CEB cannot, without unreasonable effort, determine the components of GAAP diluted earnings per share and net income to provide reconciliations to Non-GAAP diluted earnings per share and Adjusted EBITDA for its 2011 fiscal year with certainty at this time.

# APPENDIX

(In thousands, except per share amounts)

	2006	2007	2008	2009	2010	Three Months Ended	
						30 June 2010	30 June 2011
Revenues	\$460,623	\$532,716	\$558,352	\$442,906	\$438,907	\$109,577	\$119,215
<b>EBITDA AND ADJUSTED EBITDA</b>							
Net Income	\$79,171	\$80,587	\$44,797	\$45,629	\$40,363	\$10,980	\$10,344
Interest Income, Net	(23,566)	(14,937)	(4,268)	(1,787)	(1,526)	(363)	(149)
Depreciation and Amortization	10,381	15,573	21,631	22,991	20,462	5,639	4,588
Provision for Income Taxes	49,561	47,501	33,291	27,989	28,047	7,923	7,757
EBITDA	115,547	128,724	95,451	94,822	\$87,346	\$24,179	\$22,540
Impairment Loss	-	-	27,449	-	12,645	-	-
Costs Associated with Exit Activities	-	-	-	11,518	-	-	-
Restructuring Costs	-	-	8,006	8,568	-	-	-
Gain on Acquisition	-	-	-	(680)	-	-	-
Adjusted EBITDA	\$115,547	\$128,724	\$130,906	\$114,228	\$99,991	\$24,179	\$22,540
Adjusted EBITDA Margin	25.1%	24.2%	23.4%	25.8%	22.8%	22.1%	18.9%
<b>ADJUSTED NET INCOME</b>							
Net Income			\$44,797	\$45,629	\$40,363	\$10,980	\$10,344
Adjustments, Net of Tax							
Impairment Loss			17,073	-	7,789	-	-
Costs Associated with Exit Activities			-	7,141	-	-	-
Restructuring Costs			4,804	5,312	-	-	-
Gain on Acquisition			-	(422)	-	-	-
Adjusted Net Income			\$66,674	\$57,660	\$48,152	\$10,980	\$10,344
<b>NON-GAAP EARNINGS PER DILUTED SHARE</b>							
GAAP Earnings per Diluted Share			\$1.30	\$1.33	\$1.17	\$0.32	\$0.30
Adjustments, Net of Tax							
Impairment Loss			0.50	-	0.23	-	-
Costs Associated with Exit Activities			-	0.20	-	-	-
Restructuring Costs			0.14	0.16	-	-	-
Gain on Acquisition			-	(0.01)	-	-	-
Non-GAAP Earnings per Diluted Share			\$1.94	\$1.68	\$1.40	\$0.32	\$0.30



WHAT THE BEST COMPANIES DO